Reserve Components (RC) Functional Area Plan
For Objective Force 2015

1. Situation

 a. Purpose – The Reserve Component Functional Area Plan describes the future role of the Reserve Components (RC) within the context of the *Objective Force 2015 White Paper* and the specific concepts that will be integrated into the Transformation Campaign Plan (TCP) to leverage the strengths of the RC in this transformation. This plan outlines the critical inchstones, milestones and decision points needed to adequately integrate the RC into all 13 Lines of Operation in the Army Transformation Campaign Plan.

 b. Situation – In 2015 The Army and its Reserve Components will be comprised of Legacy, Interim, Objective and Generating forces. The balance between these forces will continue to change over time. Army transformation is a continuous process designed to support defense transformational goals and is not an end state. Currently, The Army is three years into Transformation and for nearly half that time has been at war. The Global War on Terrorism (GWOT) has added impetus to the need to focus on transforming The Army to optimize its capabilities for rapid and decisive combat anywhere in the world. Additionally, the need to be the dominant land force across the spectrum of operations means that The Army of 2015 will be faced with the daunting challenge of being directed to conduct a wide range of land-based operations in support of U.S. interests and national security. Such support may take the form of humanitarian assistance, peacekeeping, or defense of the homeland, a foreign partner, or a nation state engulfed in internal crisis. The nature of land-based operations may require an Army prepared to provide essential services and support aimed at returning stability to day to day life and restoring the peace. The RC is today, and will be in 2015, a key part of the equation.

 c. Assumptions

 (1) Total Force policy will remain an effective cornerstone in Force Balance/Requirements determination processes.

 (2) The RC will remain a full spectrum capable force that expands to enable a campaign quality force for The Army at War.

 (3) The RC will be interoperable with the Army and other Services.

 (4) The RC will remain a community-based organization with continuous ties to the American people.

 (5) Portions of the RC will be in a constant state of mobilization during the period 2002 to 2015.

(6) There will continue to be pressures to reduce the size and role of ground forces in 21st Century military operations.

(7) The Army will not enjoy a dramatic increase in End Strength or Total Obligation Authority.

(8) The RC will maintain viable, flexible end strength.

(9) The Army will experience constrained funding for Transformational Combat Support/Combat Service Support enablers which will challenge the Reserves to meet The Army's Transformation timeline.

(10) The Army will support RC efforts to participate in support of long lead experiments with the Services, Joint Staff and DoD agencies.

d. Planning Factors/Facts

(1) Legacy formations will be obsolete, incompatible and irrelevant by 2025.

(2) The Army will rely upon Defense Integrated Military Human Resources System (DIMHRS) and OSD initiatives in total force policy to develop programs that effect concepts such as a "continuum of service," a single reserve/active duty day construct, affiliation programs, employer support and family readiness programs.

(3) The Army Reserve is a Federal Reserve force whose priority of structure effort is to provide capability to The Army to meet Title 10 responsibilities in support of the National Security Strategy.

(4) The Army Reserve will propose approaches to best utilize RC civilian-acquired skills to satisfy high technology needs of The Army, DoD and Joint Services. This will include planning methods to utilize reachback techniques for high-technology missions to include strategic intelligence support, space technology, and special operations.

(5) The Army and its RC will continue to build upon a solid foundation of "mixed"/multiple component units to help support the short term stresses placed upon The Army by the GWOT. Additional new forms of Reserve affiliation, such as virtual operations and corporate partnerships, will be studied in order to provide a more flexible and responsive force recognizing the "continuum of service" concept.

(6) The Army will continue to leverage the Army Reserve's military and civilian expertise in high-technology functions such as intelligence, linguists, information operations, space and unmanned aerial vehicle operations by expanding the use of reachback. The ultimate goal will be to build upon the successes the Army Reserve has had supporting combatant commanders with Joint Intelligence Reserve Program, Army Reserve Intelligence Support Centers and Joint Web Risk Assessment Cells.

(7) The Army will identify platform-based and skill-based shortages relating to current and future operational environments and propose measures to mitigate these issues. Specifically in the skills-based area, The Army will identify approaches to build deeper rotational pools in the Active and Reserve components.

(8) The Army Reserve will transform institutionally while improving core competencies. The Army Reserve is a transformational force, no longer Legacy, clearly established in the Interim and aggressively leading the operating force to the Objective Force.

(9) Network Centric Warfare (NCW) will be the most significant enabler to combat power by 2015. The Army Reserve will have a leadership role in facilitating this effort through new types of NCW units and the deep pool of civilian acquired skills available in the force.

(10) The Army will rely heavily on the Army Reserve to maintain a ready, easily accessible, highly trained pool of individuals to meet requirements across the full spectrum of conflict.

(11) The RC support Objective Force efforts as a Functional Area and vertically integrate across the lines of operation in the TCP.

2. Mission - By 2015, transform the RC into a fully relevant force, missioned across the full spectrum of operations as a component of Joint and Combined Forces in order to provide campaign quality sustainment, expansion capability and augmentation to meet National Defense Strategy.

3. Execution

    a. **Intent** –Ensure that the RC: maintain a transformation tempo that parallels the Active Component throughout The Army's transformation process; and maintain the RC as an integral element of the Unit of Employment (UE) and an essential provider of support and critical expansion capability to enable The Army to sustain itself over longer durations across the full spectrum of military operations. The functional plan will identify critical RC initiatives/issues that directly

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impact the 13 Lines of Operation in the TCP. RC Initiatives for the Objective Force are:

1) Readiness—"Quality over quantity"

? Increase the DMOSQ and unit readiness by establishing a Transient, Trainee, Holdee and Student (TTHS) account which will allow units to be manned with fully trained and deployable soldiers. The goal is to reduce non-DMOSQ percentages in units by 15% in the near- term and 30% in the mid-term.

? Eliminate unready overstructure and reinvest these resources in the remaining units giving them higher ALO, FTS to full requirement, and increased OPTEMPO. Use some of the resource savings to fund the TTHS account. Size of the TTHS account will vary from time to time and the initial size is still TBD.

? Transform the existing ten Regional Support Commands (RSCs) into Regional Readiness Commands (RRCs) (exact number TBD). The transformation of RSCs to RRCs will create streamlined organizations that are relieved of functions that did not directly support unit readiness and will allow them to concentrate their full efforts on mobilization readiness. The Army Reserve of the objective force must be able to focus on "precision mobilization" versus a mass over time construct. By transforming these structures and other RC institutional management and support processes, the goal is to reduce costs by 10% and administrative manpower by 15%.

? Focus training to Joint, Interagency, Multi-national (JIM) standards to provide better support to the missions of the Combatant Commanders.

2) Mobilization—"Speed over mass"

? Increase the accessibility, availability and utilization of RC soldiers through C3I initiatives that will support a more streamlined access to individuals and a major overhaul in rebalancing our capabilities and creating flexibility in force management. Under the concept of "speed over mass" the RC will have the capability to mobilize selected soldiers and units within 72 hours from alert. The goal is to shorten post mobilization training by 50% in the near-term and mobilize soldiers directly from home station to their place of duty in the long-term. The goal of this process is "precision mobilization" of units and individuals to meet the combatant commander's requirements.

? Change emphasis in RC units from the current <u>Alert-Train-Deploy</u> model to one of <u>Train-Alert-Deploy</u>.

? Establish a new RC rotation model that differentiates length of tour and frequency of rotation on the basis of Small Scale Contingency (SSC) versus Major Combat Operation (MCO). SSCs become supported by 179 day +/- tours; MCOs supported by one-year tours. Six-month tours rotate on an every four-year basis and one-year tours rotate on an every five-year basis. Rotational tours are most supportable when alert occurs 90 days in advance and orders are in hand 30 days in advance. It is important to note that this is a goal and not reflective of the operational capability to deploy selected units and soldiers within CONUS in 72 hours or less as required. Advanced notice provides stability and predictability. Response capability to deploy goal is within 72 hours of alert.

? Establish the flexible concept of a "continuum of service" for Army soldiers that goes beyond the current definitions of "Active" and "Reserve" and recognizes a range of duty days from none to 365 days a year. This "continuum" would allow for a soldier to move between full-time and part-time status as required. At the same time, simplify the current duty status system and eliminate the multitude of duty status definitions in favor of "a day of duty equals a day of duty."

? Improve access and availability through pre-deployed assets (Pre-po), units, soldiers and equipment around the world e.g. forward deployed Army Reserve units such as the 7th ARCOM in Europe and the 9th RSC in the Pacific providing quick response and on-site availability to Combatant Commanders.

3) People—"People Centric—Tech Enabled"

? Innovate personnel management processes such as combining the functions of PERSCOM and ARPERSCOM will streamline personnel management functions, moving both components closer to a truly integrated Army personnel process/life-cycle management system.

? Implement network-centric personnel management capitalizing on ARNET II innovations to allow RRCs to provide local, personalized service to <u>all</u> RC soldiers.

? Use the transformed RRCs to increase the personnel readiness of units through a regionally based G1/AG functions (Human Resources life-cycle management structure) that would effectively manage individual and unit readiness for the RRCs. The RRCs would be charged with career management for all Army Reserve soldiers in their span of control, not just unit soldiers through regional MILPOs. This structure will use

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predictive analysis to ensure an appropriate career flow of soldiers in the right grades and specialties to meet unit needs. A cornerstone for the success of this process will be the effective use of the TTHS account and the assignment of soldiers to unit positions that support readiness, soldier development, and leadership growth. The goal is to reduce non-DMOSQ soldiers in units as stated above in the Readiness paragraph.

? Improve leader growth and development and implement Professional Development Education to instill the "Warrior Ethos" in officers and NCOs of the RC. Use RRC concept to execute a career management program using predictive analysis to create developmental assignments and improve the utilization of school seats when distance learning is not practical.

? Implement the Civilian Acquired Skills Data Base (CASDB) to enable The Army to identify RC soldiers with specialized skills or training.

? Transform the Individual Mobilization Augmentee (IMA) program to reflect the actual requirements of the combatant commanders. Provide personnel management support to all IMA soldiers from the RRCs.

4) "Reduce Log Footprint"

? As part of The Army's Pre-positioning transformation strategy the Army Reserve will provide more pre-positioned CS/CSS equipment both in CONUS and OCONUS to ensure the critical and timely maneuver support and maneuver sustainment required by Units of Action (UA) and Units of Employment (UE). The Army Reserve is looking for Army Reserve Logistics XXI (ARLOG XXI) to be the impetus to meet The Army's pre-positioning transformation strategy requirements and reduce CS/CSS claims on strategic lift, thereby increasing the lift available for combat systems and forces.

? Utilize the concept of Strategic Storage Sites to reduce deployment times by having the preponderance of unit equipment located near Power Projection Platforms. The goal is to reduce unit equipment deployment time by up to ten days.

? Implement "Sponsored Reserve" Program—a Contractor and Reserve Component partnership for Logistics Support. The Army must adapt to the growing utilization of contractor logistics support (CLS) to provide unique technical skills, preclude the burden of training a Government staff, and be a means for reducing the military staff necessary for non-deployment logistical support. However, CLS is not a good solution in the ground maneuver area due to the force protection and

subsistence burdens placed on the supported force to sustain the civilian personnel. In order to mitigate civilian "care and feeding" burdens during deployments, The Army needs to enter into agreements with companies providing CLS so certain employee positions necessary for deployment support are filled with RC soldiers.

As a foundation for negotiating CLS contracts with ties to the use of RC soldiers, The Army needs to: clearly define its Stryker Brigade Combat Team (SBCT) support requirement, including deployment positions; determine how it would organize reservists for deployment; revise its USAR or ARNG management polices to address this new program; and, identify contractual language needed to ensure long-term support contracts for a stable RC unit environment. To implement this, The Army needs to further study the feasibility and develop an implementation plan on a limited basis for SBCT 3 and 4, with a goal of full implementation as The Army moves to the Objective Force.

? Accelerate the Medical Restructure Initiative (MRI) conversion and selective modernization of the RC Combat Support Hospitals (CSH). The current Medical Force 2000 (MF2K) hospital structure is not sufficiently modular to provide needed capabilities for early entry operations, task organization, or split-based operations. These capabilities are essential to supporting a transforming Army. MRI addresses these shortcomings by increasing the modularity and capability of the CSH, enabling it to be incrementally employed and to accomplish split-based operations. One concept being tested is the Clinical Operational Equipment Set (COES) that will provide an immediate response module in the CSH for deployment overseas or in CONUS.

The MRI hospital force also provides significant savings and advantages to the Army Reserve. When fully implemented, the MRI force will realize a 17% reduction in structure, and substantially reduced CSH life cycle sustainment costs (through reduction in number of operating rooms and intensive care wards), and improved overall readiness of the Army Reserve through reductions in requirements for certain medical specialties. Capitalize on emerging technologies associated with "Just-In-Time" and "Reachback" logistics.

5) Homeland Security and Defense

? As a part of the Army's core competency of Support to Civil Authorities, the RC is uniquely qualified with forces located in major population centers throughout the United States to help

secure and protect the American Homeland. The RC has the ability to train local "first responders" in the critical skills required to respond to and mitigate the effects of weapons of mass destruction and mass casualties. The RC contains within its core competencies the skills required to support local first responders in their efforts to assess and respond to local crises. Whether it is initial biological detection, medical and military police support or the long term requirements for infrastructure assessment and repair with civil affairs and engineers, the RC stands ready to train and respond when requested in support of local first responders.

? Implement initiatives such as the Joint Interagency Civil Support Training Center (JICSTIC).This program is designed to train RC medical skills required in consequence management subsequent to a weapons of mass destruction incident. Currently there is no such program that trains these skills in a coordinated manner.

b. Concept of Operation (by phase).
The Transformation Campaign Plan has **three major objectives** Initial Force, Interim Force, Objective Force. The TCP is a *three-phased plan* with phases corresponding to the three major objectives. The HQDA Staff, Field Operating Agencies (FOAs) and Major Army Commands (MACOMs) will operate in Lines of Operation in order to synchronize and integrate the transformation effort across The Army. The Reserve Components will be integrated within each line of operation. Stakeholders serving as RC Campaign Plan task leads will be responsible to forecast and program timelines, milestones, and resources for their tasks. Major objectives and critical decisions on the progress to OF 2015 are presented in three phases:

1) Near Term FY 03-04

Major Objectives	Timeline
TTHS – Army Reserve Implementation	3rd Q FY03
ADRS Phase II begins	3rd Q FY04
Delayed Entry Program – Army Reserve Proof of Concept (at 81st RSC – first RSC)	1st Q FY04
ADRS Phase I complete	1st Q FY04
STARC Redesign	2nd Q FY04
JPME – Full RC implementation	4th Q FY04

Near term Critical Synchronizing Intermediate Objectives	
Develop RC Concept for OBJ Force	2nd Q FY03
Full-time Support Ramp Up	2nd Q FY03
Aviation Transformation Plan	2nd Q FY03

Acceleration of Medical Redesign Initiative	2nd Q FY03
IMA – Establish Army Reserve Garrisons	3rd Q FY03
Begin Transition of ARNET to ARNET II	3rd Q FY03

Near Term Key Events

Develop Command Plans for New RC Units	3rd Q FY03
CASDB Fielded DIMHRS Compatible	1st Q FY04
Convert 1st RSC to Army Reserve Regional Readiness Cmd (RRC)	1st Q FY04
Convert 5 RSCs to RRC structure	4th Q FY04
Establish Personnel Management Auth Doc for Army Reserve	4th Q FY04
Establish and assign new units to Army Reserve MI Command	4th Q FY04

2) Mid Term FY 05-09

Major Objectives	**Timeline**
TTHS – Army Reserve Implementation thru	2nd Q FY05
ADRS Phase II Continues	FY05-09
National Guard - Move ES:FS ratio to 1.25:1.0	FY05-09
STARC Redesign	FY05-07
Field and IOC Stryker Bde to PA ARNG	FY05-09
National Guard Restructuring Initiative	FY05-09

Mid term Critical Synchronizing Intermediate Objectives

Human Resource FAA	2nd Q FY05
Full-time Support Ramp Up	FY05-09
Aviation Transformation	FY05-09
Acceleration of Medical Redesign Initiative	FY05-06
Complete Transition of ARNET to ARNET II	FY05

Mid Term Key Events

Field New RC Units (I/O/Intel)	FY06
Convert 6 RSCs to RRC structure	FY05-06
LTTF – TAC-level CLS Maintenance Personnel Req in RC	FY05-09
Assign Theater/Corps MI Units to Army Reserve MI Command	FY05

3) Long term FY 10-15

Major Objectives	**Timeline**
National Guard - Move ES:FS ratio to 1.25:1.0	FY10-15
National Guard Restructuring Initiative	FY05-09
National Guard 2 UEs and 1 UE fielded	FY11-15

Long term Critical Synchronizing Intermediate Objectives

Full-time Support Ramp Up to 100%	FY10-15

Aviation Transformation Plan   FY10-15

Long Term Key Events
Cascade Equipment   FY11
Human Resource Redesign (100% healthcare/Compensations   FY11
Title XI personnel down to unit-level   FY12

       5) Coordinating Instructions: All functional plans will take into consideration RC issues and initiatives in the execution of their plans. The RC functional plan is integrated into the Army TCP through a series of Council of Colonels and Battle Staff meetings and a major offsite meeting scheduled for Jan 2003. Additional coordination and integration will occur in Annex V "*Transformation of Reserve Components*" in the Army Transformation Campaign Plan.

       6) Battle Rhythm: The Army Reserve has formed an executive steering committee (ESC) for transformation co-chaired by the Deputy Chief, Army Reserve and the Chief of Staff, US Army Reserve Command (USARC). Members of the steering include primary staff from OCAR and the USARC. The ESC meets monthly to ensure full synchronization and execution of Army Reserve transformation initiatives within the framework of SRS/Balanced ScoreCard.

      The CAR Staff Group will develop and implement a communication plan to effectively inform all Army Reserve stakeholders of the key elements of the TCP and the implications for and requirements of the Army Reserve to leverage their support in meeting milestones.   Additionally, the CAR Staff Group will actively engage the Army National Guard to leverage the preponderance on Army Public Affairs assets in the RC to develop a plan to increase and focus communications with decision makers, centers of influence and the media in communities at all levels across the Nation to ensure the support of the ATP in these groups and in the General Public.

      Additional support to Army Reserve transformation is provided by Army Reserve Working Groups using the latest in web-based collaborative technology. The groups are intended to provide a forum for Army Reserve Senior Leaders to formulate, discuss and vet issues that will be the cornerstone of Army Reserve transformation.

       7) Milestones/timelines (See attached calendars presented by phases.)

4. Concept of Resourcing

        - Resourcing of RC and related capabilities will be managed and executed in concert with a cross-PEG, multi-MDEP funding and execution strategy developed and coordinated by the RC.

        - Assessment of Risk and mitigation strategy - TBP

5. Command and Signal - Types of organizations (terms of reference)

The RC milestones and linkages will be vertically integrated across appropriate lines of operations in the TCP. These linkages will be tagged in the TCP database by supported LO's in order to facilitate tracking and monitoring of RC involvement and progress as part of the TCP.

a) Command. Office of the Chief, Army Reserve and the US Army Reserve Command co-authored this plan. FORSCOM and ASA M&RA are key supporting MACOMs/agencies for the RC functional area.

b) Signal.

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